

R3B

19 AUG 98

VADM TRACEY

N7/CNET

697-1098

Revolution



Training & Education

Why Revolutionize?

- More and new things to learn faster
- Can't afford what we have
- Incremental changes--duplication, incompatibility, different sense of urgency
- “Death by 1,000 cuts” ignores priorities, fundamentals, the future

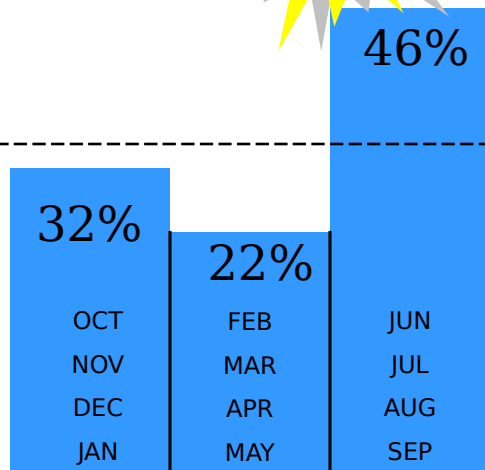
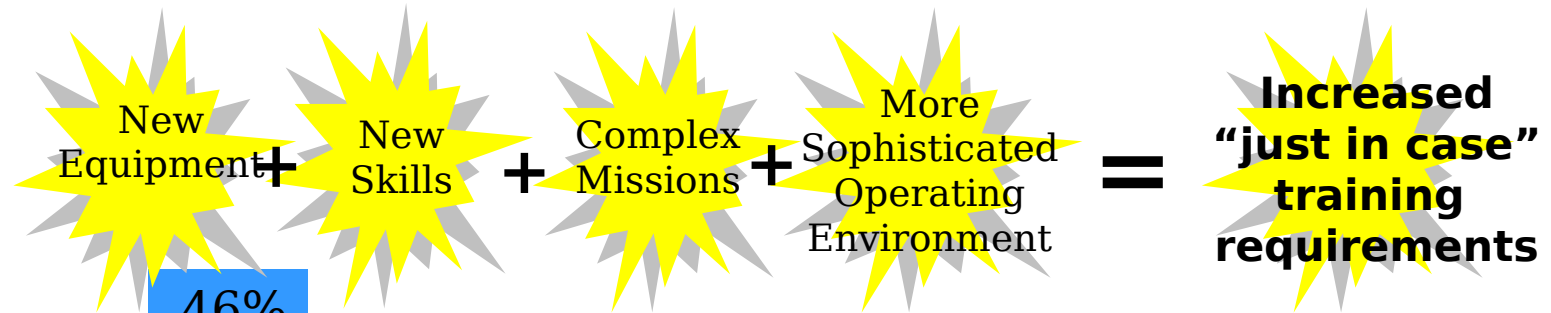
Objectives

- Reduce the infrastructure cost of training
- Increase time in homeport and improve readiness
- Train hard, train fast, train often, ***train first***

Course of Action

- Restore productivity of training system
- Leverage live training
- Focus on officers
- Anticipate the future

Individual Production



Training Pipeline
33% per Trimester

IA
over-execution
by over 4,400
per year

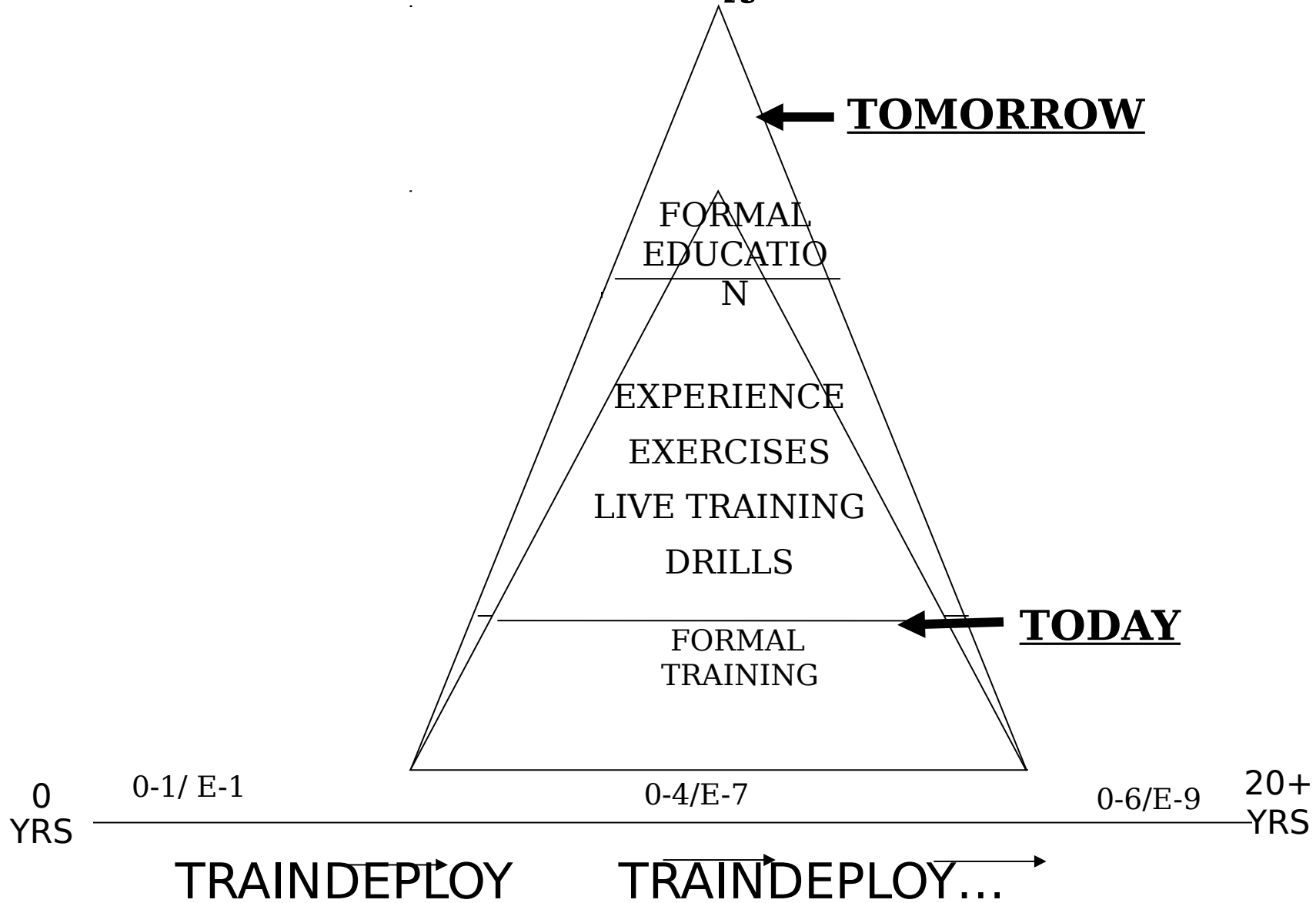
CHALLENGE Grow capacity, not infrastructure

Other Indicators

- Required advanced training not completed
- 1st term students in 2nd/3rd term training
- 6YO: Recruiting versus Training
- Awaiting Training and Transfer Pools

Learning Architecture: A Transformation

What to do and how to do it → *Why we do it and what else to do and how else to do it* → *How to think about it*



Transformation

Citizen To Sailor

- Navy Core Values
- Team players
- Motivated to learn
- Improved learning skills
- Warrior spirit
- Technically qualified
- Self disciplined and committed

The Career Force

- Network centric warrior
- Prudent risk takers and innovators
- Adaptive, continuous learner
- Skill agility
- New leader, scholar, mentor, and team player

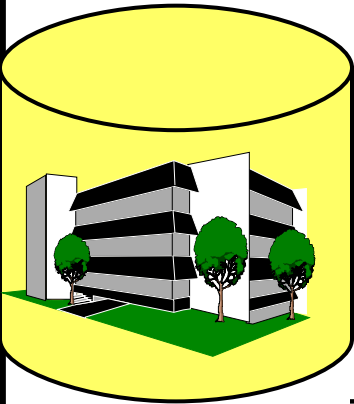
Different, Inexperienced Force
Proven Process

Quality Force
Changing Process

Restructure Individual Training System

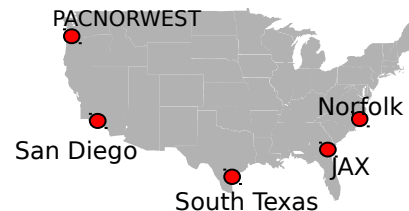
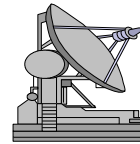
Initial

Modernize classroom
Synchronous delivery
Insulated, intense
Military presence
Acculturation+technical
Focused 24/7 environment



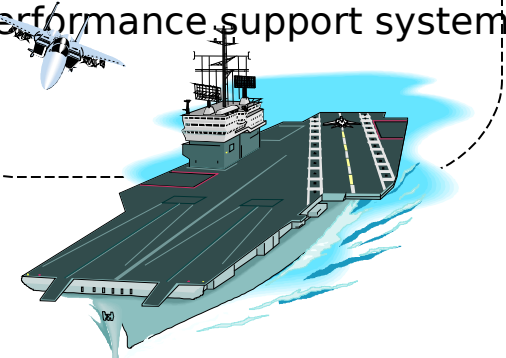
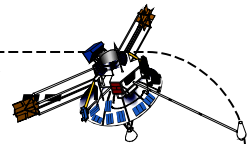
Advanced -In FCAs

Move training to sailors
Mostly in FCAs
Synchronous / Asynchronous
On fleet's schedule
Reconfigurable trainers
Multi use classrooms
Expanded use of emulation
Local Training Authority
Alternative providers



Advanced Deployed

Access to supplemental training
Training on demand
Embedded training support
Expanded use of simulation
Asynchronous access
Pull Down on fleet's schedule
Performance support system



70% of requirement funded in POM-00

Leverage ~~Tools and Methods~~ Live Training



- Employ COTS gaming for tactical knowledge

- Embed learning methodology in simulations, exercises, and drills

- Emulate systems afloat/ashore

- Capture live events for multiple experiences

- Capture training implications from live exercises

Research and Development

Virtual Environments Deployable Simulators

DIS/HLA
Situational Awareness

Embedded Training

Improvements: Even with fewer forces

- Practice tactical decision making
- Practice ad hoc and deliberate planning
- Provide mission rehearsal capability

Anticipate the Future

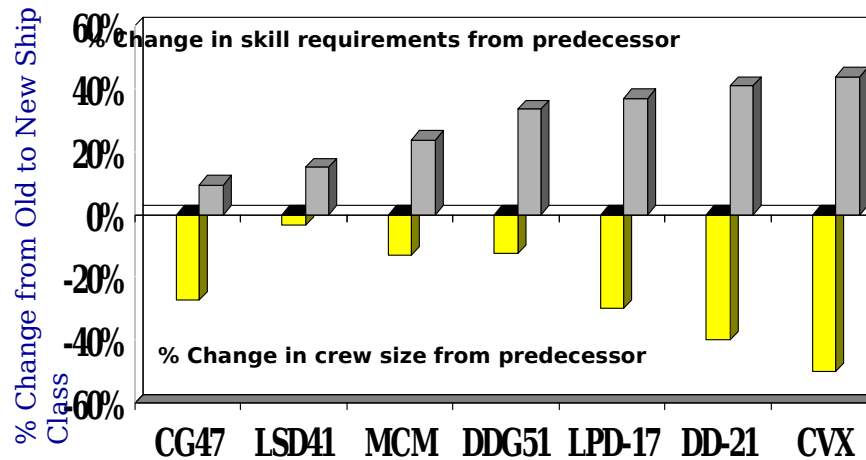
- New Direction: Direct & Decisive Influence

Ashore

- New things to learn:
 - equipment
 - skills
 - opponents
 - Joint
- Rapid rate of change
- Less time and fewer people
- Aging experienced force
- Uncertain recruiting and retention

Anticipate the Future

Buy smarter people or smarter machines?
Buy people and machines smarter?



How to retain redundancy and flexibility?

Different skills?

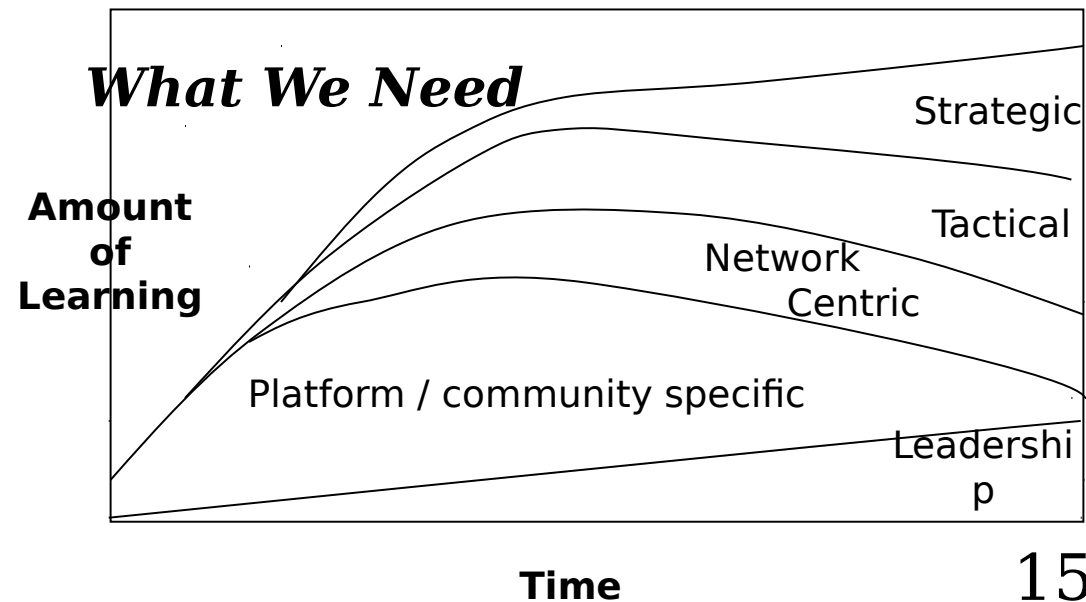
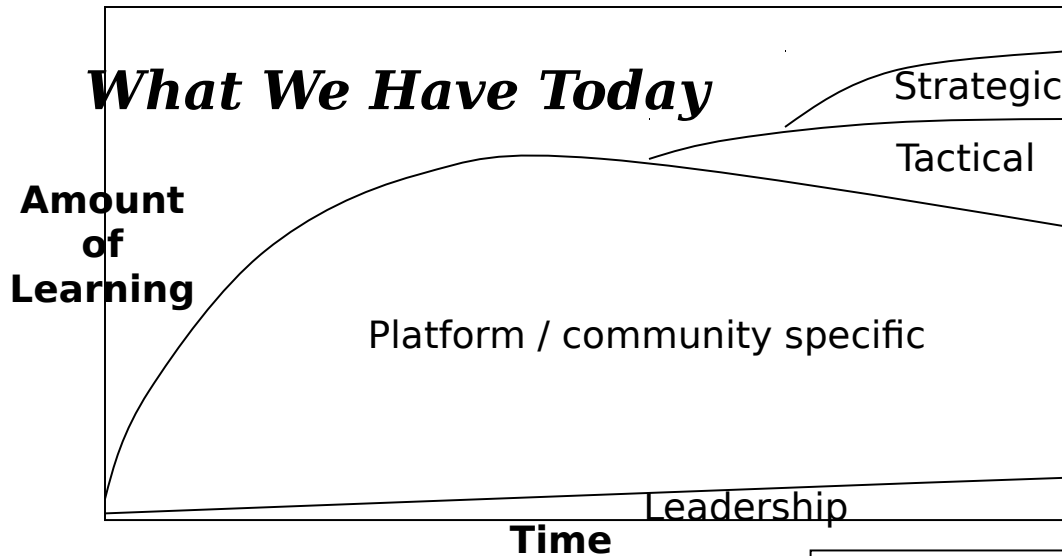
Operator/Maintainer ratios?

Officer/Enlisted ratios/roles?

Focus on Officers

- They integrate across systems, platforms, and
- They provide the view of what is happening as
- We will rely on them as mentors and teachers
- They need confidence, trust and judgement
- Platform centered now- not Network centric
- Must Start Now: CO of CVX is already a LT

The New Officer Focus



Transforming the Officer Corps

- **Steps Underway**

- Implemented Leadership Training (cross community)
- Operational planner qualification program designed
- Educational opportunities: War College, Grad ED through DL
- Redefining PME
- Expanded use of low-cost gaming/simulation
- Established Officer Training Education division in CNET
- Merged NPS & War College resource sponsorship in N7

Transforming the Officer Corps (con't)

- **Strategic recommendations:**
 - Formalize education on art and science of warfare
 - Identify key integrator billets
 - Define education and career paths to prepare integrators
 - Create central voice for URL development independent of community
 - Equip every Navy officer with Internet/Intranet access

New Training Concepts

- 4MAT System (learning styles) --Tailor training
- IMAT--Reengineer curricula
- UWF Concept Mapping Initiative--Substitute for longevity
- Micro Simulation--30 minutes of warfare thinking per day
- CISN--Define new skill sets
- NSSN--human/systems integrated in platform design

Trainer's Strategy

- Institutionalize unified, continuous system for individual learning
 - advance training in FCAs : outsource vice infrastructure
 - military presence in Initial training
 - deployable access
- Re-engineer instruction: apply best learning practices
 - technology, methodology, research
- Enhance Warrior learning -- especially officers
- Expand IT-21 access for training
- Increase human centered R&D investment

Corporate Questions

- Does every URL officer become a Network Centric Warrior?
- Should we recruit individuals with more technical qualifications?
- Do we need generalists or specialists?
- Can we afford the reduced manning model for ships?
- Are we aiming at the Horizon Concept?
- Who makes training decisions for the corporation?

Trainer's Recommendations

- Accept Trainer's strategy as single unified view of Training and Education priorities.
- Recognize Initial training as core, foundational and unique to the Navy.
 - Military presence, Navy owned and operated essential
- Increase emphasis on expanding officer training and education
- Institute a means for continuous corporate level MPT decision review.
 - Planning, programming, budgeting, and execution